

## KAIZEN CASE STUDIES

# LIVERPOOL CITY COUNCIL CHIEF EXECUTIVE'S DEPARTMENT CASE STUDY

## COACHING SKILLS TRAINING PROGRAMME



In April 2004, Liverpool City Council Chief Executive's Department contracted Kaizen to run a 12-month coaching skills programme for the Diversity and Social Inclusion Team. This was a new team brought together to expand the number of work placements for long term unemployed within the Council. The team was recruited between April and June 2005 and the project was up and running in July 2005.

### Key Intended Outputs / Outcomes

- To double the number of work placements within the Council;
- To increase the Council's capacity to provide high quality work experience;
- To develop skills of employment coaches, many of whom were new to the role.

### Kaizen Training Activities

Kaizen provided training and coaching to the twelve-member team of employment coaches who were working with the long-term unemployed. The training programme had three main strands:

- Group sessions with everyone on the team;
- Regular coaching calls to team members;
- On the job coaching with team members.

### Short Term Results

The team became very effective working together and individually within a short space of time. This was not expected, as this was a team with no systems and no processes in place who had not worked together before.

*"For a team of people who had very little previous experience in this area, it enabled them to gain a lot of confidence in their own abilities and their effectiveness as a team."*

Concrete outcomes:

- Within first year, **increased the number of placements in the city from 70 to 150;**
- **Introduced shorter-term placements** (from six months to a year), previously Council placements were for two years only.

## Long Term Impact

- Council's training programmes are **now consistently producing results at twice the National rates;**
- In 2007 completed a programme for the first time with care leavers that had 75-80% retention rates.

*"This is unheard of with this population, and it is down to the skills the team learned two years ago with Kaizen."*

## What Is Different About Kaizen?

*"The work is unique. It's very direct, person-to-person. They have a wealth and depth of experience with young people and difficult to reach clients."*

*"To really engage someone who is far removed from the labour market, you need to be able to do something different. Skills are important, but with the long-term unemployed it is much more about attitude. We can help anyone with a CV or interview practice, but the real difference Kaizen makes is in the intangible; are they going to show up. That unquantifiable reliability that is critical to being successful in employment. Kaizen models a lot of compassion, but show you how to not have that be an excuse for colluding."*